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ABSTRACT

This document compiles the reports of two surveys conducted by Cosumnes River College to determine the status of graduates of its Animal Health Technician program, and to assess the acceptance and use of such paraprofessionals by area veterinarians. Information concerning type of employment, state certification, salaries, types of duties, length of employment, future plans, and interest in continuing education was obtained from 47 of the 68 graduates of the program since its inception in 1972. Employment as an Animal Health Technician (AHT) was reported by 33 respondents, primarily in small animal care facilities; 14 respondents reported employment in related fields. Duties of the AHT's were concentrated in the areas of surgery and laboratory; only three respondents reported 50% or more time spent in front-office duties. Area veterinarians were surveyed concerning type of practice, training of currently employed paraprofessionals, opinions concerning appropriate starting salaries for certificated AHT's, interest in refresher skills courses for employees, curriculum preferences for AHT training, preferred areas of veterinary office practice activity, and job skills currently being performed by AHT's. Over half of the 71 responding veterinarians had trained their own paraprofessionals, but most were enthusiastic about the Cosumnes program. Open-ended comments of the respondents are included in each report. (JDS)

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ANIMAL HEALTH TECHNICIANS

A SURVEY OF PROGRAM GRADUATES AND OF VETERINARIANS

by

Richard B. Barsaleau, D.V.M.

Henry R. Walters

March, 1977

Cosumnes River College

Sacramento, California 95823

JC 770 230

A SURVEY OF ANIMAL HEALTH TECHNICIAN GRADUATES

Cosumnes River College
Sacramento, California 95823

by Richard B. Barsaleau, D.V.M. - Program Director
Henry R. Walters - Career Ed/Institutional Research

The Animal Health Technician Program at Cosumnes River College is in its fifth year of preparing students for the rigors of assisting in the animal health field. With A.V.M.A. accreditation (through C.A.T.A.T.), the C.R.C. program became the first California A.H.T. Program with this status.

Early planning by an advisory committee made up of interested veterinarians and college staff personnel, helped the program off to an energetic start.

Veterinarians	College Representatives
Al Edward, D.V.M.	Richard Haro
William Steinmetz, D.V.M.	Craig Baker
Robert Johnson, D.V.M.	Noel Fender
Richard Barsaleau, D.V.M.	Robert Palmer
Harry Jarrett, D.V.M.	Charles Synold
Bryan Mayeda, D.V.M.	Henry Walters
Charles A. Lamb, D.V.M.	
Nancy Scanlan, D.V.M.	

The program is growing in size and activity and has reached a point where a backward look of assessment seems appropriate. Thus the following survey report.

It remains to be seen whether the acceptance of graduate A.H. Technicians by the veterinary profession will be a majority of this group --- or merely those members of the veterinary profession who have the futuristic vision to properly evaluate and utilize the input capabilities of this enthusiastic segment of para-professional technicians.

A Survey of Animal Health Technicians, Graduates of Cosumnes River College.

This report surveys several aspects of the Animal Health Technology Program including nomographs of

a. Student Enrollment - both sexes
b. Graduates of the Program
c. Married Students
d. Age Grouping of Trainees
e. Employment Situations of Graduates
f. State Certificated Examinees (Board Examination)
g. Types of Duties within Animal Care Facilities (veterinary hospitals, clinics laboratories and research institutions)
h. Salaries of the Employed CRC Graduates
i. Weekly Employment Time - Hours
j. Length of Employment Time
k. Future Planning of AHT Graduates
    1. Stay with present employer
    2. Other plans
l. Continuing Education Interest
    1. Daytime or Night School
    2. Areas of Interest

STUDENT ENROLLMENT

Since 1972, when the AHT Program at CRC began, three classes of trainees have emerged in the ranks of graduates. There are sixty-eight graduates thus far who have received an A.S. Degree in Animal Health Technology. The recently mailed questionnaire, upon which this report is based, elicited forty-seven responses from the total of sixty-eight mailouts. This is approximately 70% of the group.

Currently, there are still one hundred AHT trainees in the first and second year programs (thirty-five are second year students).

Of the mailed responses from the forty-seven graduates, forty-four are female and three are male. There are thirty-four unmarried and thirteen married graduates.

Age grouping demonstrates a wide range as thirty-four of the graduates fell in the 20-24 year group; eight are from the 25-29 year group; three are 30-34 and two are 35 years of age or older.

EMPLOYMENT STATISTICS

Employment as an Animal Health Technician was reported by 33 of the 47 respondents, (with 14 indicating employment in other related fields).

Another question concerning employment of the graduate as a certificated Animal Health Technician resulted in the following tally: employed in the Sacramento area, seventeen; outside Sacramento area, sixteen, for a total of thirty-three certificated AHT employees.

Only one respondent indicated she was unemployed and this of her own choosing.

CERTIFICATION

In California, a board examination for Animal Health Technicians is given by the Animal Health Technician Examining Committee. This committee serves under the jurisdiction of the Board of Veterinary Medical Examiners, this board is operative in the California Department of Consumer Affairs. The examinations are offered both fall and winter, one scheduled in Southern California and the latter located in a Northern California city.

Certification of an examinee may be the result of formal education in an approved AHT Program, practical work experience with a California licensed practitioner, or both.

This questionnaire indicated that of the forty-seven respondents, thirty-eight took the State Certification Examination and nine did not. Of the thirty-eight who took the examination, there were thirty-six who became certificated. Please remember that this figure (thirty-six certificated AHTechnicians) emerges from the total of sixty-eight graduates of the AHT Program at Cosumnes River College. (There may be more certificated AHTechnicians than the thirty-six indicated by the respondents).

CONTINUING EDUCATION IN THE ANIMAL HEALTH CARE FIELD

Five of those who completed the AHT Program indicated attendance in four-year college programs including matriculation at: California State University, Fresno; California State University, Sacramento; University of Nevada, Reno; California State University, Chico; and California State Polytechnic, San Luis Obispo.

BREAKDOWN OF EMPLOYMENT

Of the forty-seven replies to the mailout questionnaire, the following tabulations were made indicating the nature of the facility in which the CRC graduates found employment.

Within the Sacramento area:

Small Animal Veterinary Hospital or Clinics	13
Emergency Clinic	1
SPCA	1
Veterinary Medical Teaching Hospital, UCDavis	1
Instructional Assistant AHT Program, CRC	1

Outside the Sacramento area:*

Small Animal Veterinary Hospital or Clinics	8
Research Laboratory	4
Medical Center	3
Department of Agriculture	1

*These areas include the following locations: San Bruno, Martinez, Mountain View, Los Altos, Stanford, Santa Rosa, Concord, Fremont, San Jose, Chico, Folsom, San Francisco, and Shingle Springs.
*Employment outside of California included: one each in Denver, Colorado and Kaneohe, Oahu, Hawaii, both of which are in veterinary clinics.

Employment in an Animal Health Technology related field was one each in the following: San Francisco, California Animal Resources Laboratory; Saskatoon, Canada, Laboratory Technician; Sacramento, California, Quarter Horse breeding farm; Davis, California Radiobiology Laboratory; Sacramento, California, AHT Instructional Assistant Tutor, laboratory aide.

Of further interest is the information learned from questions concerning the nature of the job duties and responsibilities. This pertains to those employed as AH Technicians:

FRONT OFFICE DUTIES:

Time	AH Technicians
25% or less	15
25% to 50%	4
50% to 75%	2
75% to 100%	1
	22

Of these front office duties, both receptionist and bookkeeping categories were noted as indicated:

Reception		Bookkeeping	
25% or less	7	25% or less	3
25% to 50%	3	25% to 50%	2
50% to 75%	2	50% to 75%	
75% to 100%	2	75% to 100%	

BACK OFFICE DUTIES:

Others indicated the following percent of their duties were in the back (or non-client contact areas of the facility)

25% or less	1
25% to 50%	-
50% to 75%	5
75% to 100%	17

Of the non-client contact duties, we note the following categories of work activity:

	Laboratory	Surgery	Kennel
25% or less	10	5	13
25% to 50%	11	15	2
50% to 75%	2	1	1
75% to 100%	1	2	-

Animal Health Technician's Salaries: (monthly basis)

$400-450	2	550-600	7
450-500	6	600-700	3
500-550	9	700 or more	6

Hours per week were relatively typical as evidenced by the responses recorded here:

40 hour week	27
45 hour week	5
50 hour week	1

With the relative newness of the AHT Program at Cosumnes River College it is not surprising to observe the following employment time spans:

6 months or less	10	6 mos. to 1 yr.	4
1 yr. to 2 yrs.	9	2 or more years	10

The indications were fairly solid that most of the AH Technicians were planning to stay with their present position. Twenty-six of thirty-three said "yes, they were interested in staying put." Five indicated that they planned to move on and two were undecided about their permanency at their current location.

In endeavoring to arrive at a conclusion concerning the degree of successful career selection by these AHT graduates, the questionnaire recorded the following facts:

Plan to continue as AH Technician	14
Unless pay increases, will change job	5
Work in larger practice	4
Return to school	3
Take AALAS Examination for technologist	2
Seek position in animal research	2
Seek teaching position (technician train.)	1
Try to enter Veterinary School	1

The response to questions concerning the need for more in-service training was almost a unanimous one in favor of such training.

Thirty-seven of thirty-nine said "yes". And most of these twenty-five indicated that if such in-service training became available, that they would attend.

The preference for training sessions is shown by the following:

Twice weekly for 4 weeks	13
Twice weekly for 8 weeks	9
Twice weekly for 16 weeks	1
Once weekly for 16 weeks	12

Most respondents said they strongly preferred evening classes, so as to obviously avoid conflict with their regular employment schedules.

In-service Training Curriculum Preferences are shown in two categories of education: I-Basic Animal Health Technology Skills and II-Advanced Animal Health Technology Skills.

I. BASIC AHT SKILLS

Responses	Type of Training
24	Blood smear interpretation - counting cells
21	Radiography
22	Collection and analysis of urine
20	Skin scraping and interpretation
18	Collection and blood smear preparation
16	Ear debris examination and interpretation
9	Fecal analysis
8	Psychology of animal - owning clientele
7	Hospital management - observations
6	Records
5	Client relations
5	Prescription directions to clients
4	Handling the financial aspects of practice

II. ADVANCED AHT SKILLS

Responses	Type of Training
24	Use of specialized diagnostic equipment
22	Techniques of fluid therapy
22	Anesthetic monitoring
22	Inhalation anesthesia
18	Use of blood analyzer equipment
16	Dental prophylaxis
15	Halothane unit use
15	Metofane unit use
14	Surgical assisting
14	Injectable anesthesia

GRADUATE COMMENTS - Suggestions for Improvement of the Program:

"There should be more pharmacology, basic restraint and a broader exposure to different laboratory techniques. Examples - urinalysis, plasma, dentistry."

"Student should be made aware of the limited career opportunities in private veterinary practice at the beginning of the program. More emphasis should be placed on the AHT opportunities in research facilities."

"Students should be screened rather than courses eliminating the "unprepared". Students should be encouraged to participate in special studies projects and to attend AHT continuing education workshops. More should be offered that permits "hands-on experience".

"Program was deficient in specific laboratory techniques (i.e. hematology and urinalysis)."

"More work experience for students - find suitable hospitals for students to train in."

"More time in emergency procedures, assist in surgery and not just observation."

"I appreciate the instructor's professional attitude (now that I am in the field)."

"More hands-on experience. More experience with exotics and lab animals, also birds. More experience on large animals."

"Should be more veterinarians involved in the program so we can learn different attitudes and how things can be done different ways."

"Should be more work with animals that need emergency care."

"The field of opportunity for AHT's is finally opening up. Well-trained technicians shouldn't be out of a job."

"I am really concerned why I do the duties that I perform. It's more satisfying to know the purpose of your actions."

"The program offers a good informative background in animal nursing. After a two year course, a veterinarian wants to be able to rely on a technician solely for procedures such as: teeth cleaning, ear flushing, surgery preparation, positioning and taking of x-rays, developing x-rays, taking blood samples, blood tests, urinalysis, etc. The last year of the program should stress important procedures that the technician could be responsible for and save time for the veterinarian."

"A technician is most valuable and useful in performing technical work in the back room. Don't stress the receptionist part."

"I need more knowledge of instruments, more radiology techniques, use of blood-cell counter, use of halothane and metofane unit."

"Application of splints and bandages, emergency room techniques and the E.K.G. machine."

SUMMARY

This survey of forty-seven responses from a graduation total of sixty-eight students in the Animal Health Technology Program at Cosumnes River College, Sacramento, California, presents a number of facts.

This program is the first AVMA approved program in California and seeks to identify those areas of activity of its graduates.

The material presented herein answers some of the common inquiries about the employment status of a paraprofessional body of graduates.

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ANIMAL HEALTH TECHNICIANS
-A Survey-
Conducted by Cosumnes River College
Sacramento, California

This survey, conducted by Richard B. Barsaleau, D.V.M., Director of the Animal Health Technology Program and Henry R. Walters, of Career Ed/Institutional Research, intends to answer specific questions concerning the use of employed certificated Animal Health Technicians who are graduates of the AHT Program of Cosumnes River College.

This program was the first California program to be approved by C.A.T.A.T. (Committee on Animal Technician Activities and Training) of the A.V.M.A. It has been in existence since January of 1972 following extensive investigation as to the feasibility of such a paraprofessional program.

The program's Advisory Committee represents practicing veterinarians, certificated Animal Health Technicians and Cosumnes River College faculty members. They are:

Veterinarians	*A.H.T.'s*	*College Representatives*
Harry Jarrett, D.V.M.	*Vicki Andreotti, A.H.T.*	*R. B. Barsaleau, D.V.M.*
Robert Johnson, D.V.M.	*Dale Ettleman, A.H.T.*	*Director of AHT Program*
Wm. E. Steinmetz, D.V.M.		
Robert Meyers, D.V.M.		*Robert Palmer, Chairperson*
Robert M. Powell, D.V.M.		*Science Division*
Dale Brooks, D.V.M.		
Nancy Scanlan, D.V.M.		*Richard Haro, Instructor*
Laurel W. Collins, D.V.M.		*Biology & Chemistry*
Charles Lamb, D.V.M.		
John Boetger, D.V.M.		*Noel Fender, Lab Tech.*
		Science Division
		Charles Synold
		Dean of Instruction
		Henry R. Walters
		Career Ed/Inst. Research

Employment to date (March 1977) of the C.R.C. graduates of this program indicate that all the graduates seeking employment have been able to find suitable positions for their talents. (See AH Technician Survey)

Of 139 questionnaires mailed to licensed California veterinarians (mostly in the Sacramento Valley - but a few in other Northern California cities), the survey received 71 responses.

Areas of survey included:

1. *Type of veterinary practice.*
2. *Origin of the AH Technician.*
   a. *Accredited AHT School.*
   b. *Proprietary School.*
   c. *Trained by the veterinary employer.*
   d. *Trained in high school program R.O.P. (Regional Occupational Program).*
3. *Opinions as to starting salaries for certificated AH Technicians.*

Areas of survey (cont'd.):

4. Awareness of AHT Program at CRC.
5. Need of more program information.
6. Desire to visit AHT Program at CRC.
7. Willingness to provide student work experience stations at veterinary facilities.
8. Interest in employed AHT's attending refresher skills courses.
9. Interest in part-time instruction of AHT's.
10. Curriculum preferences (of responding veterinarians) for the training of AH Technicians.
11. Preferred areas of veterinary office practice activity.
12. A list of job skills performed by AHT's under direct supervision.

TYPE OF VETERINARY PRACTICE

Small Animal	53
Large Animal	2
Mixed Practice	9
Other:	
Teacher	2
Regulatory	1
Diagnostic Laboratory	1
Research	2
Private Medicine	1
	71

The above chart indicates that practitioners in small animal medicine and surgery supplied the greatest number of replies to the questionnaire. Of the 71 respondents, 62 replied that they employed a technician in their practice while 9 did not.

ORIGIN OF THE AH TECHNICIANS

Graduate from accredited AHT program	27
Trained by veterinarian on job	34
Trained by high school ROP*	1
Trained by proprietary school	5

*Regional Occupational Program

As we can see, the larger number of employed AH Technicians are those trained on-the-job by the veterinary employer. This is probably a trend (which shows signs of diminishing) due to present lack of trained personnel to meet the needs of potential employers in the animal health care field. Then too, many practitioners feel that they can provide the type of personalized training for employees which will best suit their (veterinarian) needs.

As curriculum is approved, AHT schools are expanded and various states provide more legal job tasks for certified AH Technicians, there is certain to be more utilization of the graduates from accredited A.V.M.A. - (C.A.T.A.T.) institutions.

Opinions of the veterinarians answering the question about starting salary levels for certificated AH Technicians showed the following figures:

$400-450:	6	$550-600:	12
$450-500:	9	$600-700:	8
$500-550:	24	$700 or more:	3

In attempting to ascertain the number of surveyed veterinarians who were aware of the AHT Program at CRC, we learned that 100% of the respondents were indeed knowledgeable about this particular program.

19 indicated that they desired more information regarding this AHT Program;
22 responded affirmatively concerning planned visitation to the campus.

WORK EXPERIENCE STATIONS

Thirty-seven (37) of the replies received indicated a willingness to provide Work Experience Stations for students enrolled in the CRC Program. This aspect of the AHT trainees' education requires a specific number of hours spent with a veterinarian in any aspect of animal health work (i.e., private practice, diagnostic laboratory, research laboratory, exotic animal care, etc.). At CRC, the AHT trainees are required to have successfully completed (with a grade of C or better), the first two semesters of required study. This decision, by the Advisory Committee, was based on the premise that a foundation of knowledge about the profession, medical vocabulary and aspects of clinical practice is desirable before the trainee is launched into a work experience situation.

INTEREST IN CONTINUING EDUCATION PROGRAMS FOR ANIMAL HEALTH TECHNICIANS

Thirty-four (34) of the replies answered affirmatively to the question concerning the sending of their technicians to skill-refresher courses. And nineteen (19) veterinarians were interested in participating as instructors in continuing education for the Animal Health Technicians.

CURRICULUM PREFERENCES (OF RESPONDING VETERINARIANS) FOR THE TRAINING OF AHT'S.

This area of inquiry provided interesting responses. "Assuming that the Animal Health Technician will serve under direct supervision of a licensed veterinarian at all times; in which of the following areas should the technician be trained?" That was the question --- here are the "answers":

Back Office Procedures	Number of positive answers from veterinarians.
Practical basic knowledge relating to the care and feeding of animals.	56
Practical basic animal anatomy and physiology	52
Identification of large and small animal breeds	47
Practical veterinary medical terminology	53
Practical knowledge of parasitology and animal diseases	58
Practical basic bacteriology	53
Treatment and injection procedures	56
Animal behavior	54
Veterinary laboratory techniques	60

Other areas of curriculum development should include the following: (listed in order of the most mentioned areas of training for the technician)

1. Pharmacology
2. Radiology
3. Anesthesiology
4. Surgical Assisting
5. Hematology
6. Care/storage of medicines/biologics.
7. Endotracheal intubation.
8. Post-surgical supportive care.
9. The shock syndrome.
10. Electrocardiology.
11. Emergency care of animals.
12. Immunology in domestic animals.

FRONT OFFICE PROCEDURES

Veterinary response in this area showed **numerical** preferences as follows:

Area of Instruction	Number of Positive Responses
Reception procedures	51
Telephone procedures	55
Professional ethics	52
Understanding of the legal restrictions and requirements relating to the practice of veterinary medicine.	53
Hospital safety	59
Instrument care	57
Restraint procedures	59
Fundamentals of cleanliness, sterilization, disinfection and esepsis.	59

Other areas of instruction listed in order of preference are:

1. Hospital record keeping.
2. Public relations.
3. Collection procedures.
4. Filing and retrieval systems.

JOB SKILLS CURRENTLY BEING PERFORMED BY ANIMAL HEALTH TECHNICIANS AS REPORTED BY THEIR VETERINARY EMPLOYERS.

This final survey shows five lists of various job tasks currently being performed under direct veterinary supervision as reported by respondents to the survey.

Fifty (50) or more veterinarians responded affirmatively to the following list of job responsibilities (not necessarily in order of priority), performed by the technician which they employ:

1. Telephone courtesy.
2. Restraint of the dog and cat.
3. Lifting and handling reluctant dogs and cats.

JOB SKILLS BEING PERFORMED BY AHT'S (cont'd.)

4. Hospital (clinic) sanitation and disinfection.
5. Kennel cleaning, sanitation and disinfection (cages, etc.)
6. Nail trimming and grooming.
7. Oral medication (tablet, liquid) as directed by D.V.M.
8. Injectable medication (as directed by D.V.M.) intravenous, intramuscular, subcutaneous and intraperitoneal.
9. Fecal analysis.
10. Load, expose and develop radiographs.
11. Surgical preparation of dogs and cats.
12. Surgical pack preparation.
13. Autoclave operation and procedures - care and maintenance.
14. Surgical equipment - care and maintenance.
15. Preparation of surgical suite.
16. Inhalation anesthesia monitoring.

This second list of job skills is seen as important by forty (40) or more of the veterinarians surveyed in addition to those job responsibilities mentioned above.

1. Client instructions: routine immunization procedures.
2. Preparation of food - feeding dogs and cats.
3. Dental prophylaxis.
4. Ultrasonic dental cleaning equipment.
5. Blood smear preparation.
6. Differential blood count.
7. Hematology: packed cell volume, white and red cell counts.
8. Injectable anesthesia monitoring.
9. Preparation of dispensable medication (on order of D.V.M.)
10. Parenteral administration of fluids.
11. Office/bookkeeper duties.
12. Receptionist duties.

This third list expresses the view of thirty (30) or more veterinarians who utilize their AH Technician for these additional skills (again, not listed in order of priority preference):

1. Client instructions: dietary needs of pups and kittens.
2. Restraint of laboratory-type animals (rabbit, Guinea pig, hamster, etc.)
3. Expressing of anal glands.
4. Skin scraping and examination.
5. Urinalysis - microscopic examination.
6. Blood collection from dogs and cats.
7. Expression of urinary bladder in the anesthetized dog and cat.
8. First aid: hemorrhage control with use of tourniquet and/or pressure bandage.
9. Colonic irrigation - enema.

The fourth list has fewer job skills listed but twenty (20) or more veterinarians indicated that their technicians did, indeed, perform these duties:

1. Taking anamnesis (history).
2. Physical examination of small animals.
3. Application of bandages and wound dressings.
4. Blood analyzer.
5. First aid - fracture immobilization (splints or bandages).
6. First aid - endotracheal intubation - establishment of a patent airway.
7. First aid - resuscitative oxygen procedures.

On the fifth list, we note a lesser number of job skills were also expected of Animal Health Technicians by ten (10) or more practicing veterinarians.

1. Urinary bladder catheterization.
2. First aid - external supportive treatment in burn and heat prostration cases.
3. External cardiac resuscitation.

The sixth and final list of job tasks for technicians had fewer than ten (10) veterinarians who considered these tasks appropriate for AHT's training:

1. Blood collection - rabbits and other laboratory animals.
2. Blood collection for blood bank use.

VETERINARIAN COMMENTARY ON THE AHT PROGRAM.

Many interesting comments were forthcoming from the veterinarians who responded to the questionnaire. A few of these comments are included here to indicate the considerable interest generated by the training program for Animal Health Technicians:

"Nothing can replace familiarity with a specific practice and its mode of operation. All the Cosumnes people I have met seem quite well informed."

"Since it is impossible to completely train AHT's before they begin work, it is essential to impress on them the need for continuing education."

"Salaries should increase rapidly with competence and responsibility."

"Should be trained to do all that human paramedics are allowed to do."

"They should be equivalent to the human R.N. and have the same latitude of action."

"The only real problem I have seen is overconfidence which can lead an AHT to giving misinformation to a client or attempting to diagnosis and treatment without direct supervision --either of which can cause problems --- good judgment is necessary here."

"AHT's are still trainable after graduation. They should have more exposure to lab techniques."

"As long as an AHT cannot do what a nurse does (even when the doctor is not in), we can't begin to pay top wages."

"CRC does an excellent job."

"I feel that the AHT program fulfills a need and have plans to employ an AHT graduate when my practice growth will allow it."

"They should be trained and proficient in those areas where a veterinarian can not or will not perform. This justifies a decent salary."

"Should be more input from practicing veterinarians. Will develop better acceptance of the program. They will have a better understanding of what the program is all about. Keep up the good work."

SUMMARY:

It is safe to conclude that many progressive veterinarians are both positive (affirmative) and enthusiastic about the use of Animal Health Technicians in the field. There are still a few respondents indicating another view such as the one who commented: "keep strong emphasis that they (the AHT's) are not the veterinarian and should not do acts away from the veterinarian's control for friends!"

And a further comment: "the one thing I fear is that more will be trained than there is employment for."

It appears at this time, that a ready acceptance in the use of paraprofessional personnel is not a one hundred percent response from our surveyed veterinarians. The indication exists; however, that CRC graduates are making their marks and are finding willing employers who will use their training and talents in a legal and ethical manner.

UNIVERSITY OF CALIF.
LOS ANGELES
CLEARINGHOUSE FOR
JUNIOR COLLEGES

March 1977
HRW:al